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| **Role Title:** | Underwriting and Pricing Governance Lead | **Responsible to:** | Executive Director – Underwriting, Pricing & Insurance |
| **Division:** | Underwriting, Pricing & Insurance | **Department:** | Underwriting & Pricing Policy & Governance |
| **Direct reports:** | 5 (tbc) | **Scope:** | Global Underwriting, Pricing & Insurance |
| **Scale:** | 5 People£0.6m Budget |
| **Regulated Function:** | No |
| **Evaluation Level:** | Guide 2  | **Role Family:** | Member Risk |

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| **Role Purpose** |
| The purpose of the role is to lead a policy & governance team which is accountable for providing oversight on underwriting policy, underwriting authorities, pricing sufficiency and product reviews.The role applies to both discretionary and insurance business. |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Service Delivery/Leadership*** Provide leadership across the team to deliver on the overall corporate strategy and business performance that reinforces the desired culture and delivery of strategic priorities.
* Design, deliver and embed a Policy & Governance strategy to plan, cost and quality, working with the Underwriting, Pricing & Insurance leadership team to ensure understanding and compliance.
* Lead the team to deliver and challenge on policy & governance across Underwriting, Pricing & Insurance, ensuring fair treatment for members whilst being mindful of the membership fund and ensuring alignment and support to deliver on the overall MPS corporate strategy.
* Work with similar functions in other divisions eg Member Cases & Claims in order to develop aligned best practice on governance.
* Build and develop information resources pertinent to policy & governance including the development and maintenance of an Underwriting, Pricing & Insurance library of information and ensure self and colleagues use information to adhere to Policy & Governance requirements
 | * Corporate Strategic priorities Vs plan
* Percentage of policies out of date/unreviewed (target: zero)
* Number of errors found in reviews
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| **Financial*** Oversee the strategy and approach of underwriting management and the delegated authorities within the departments making underwriting decisions/
* Review consistency of underwriting decisions and assuring that decisions are correctly recorded on memberships and applied as required to Authority to Assist decisions.
* Provide effective policy & governance input into commercial underwriting, product and pricing team, optimising risk and reward of interventions.
* Lead the team that produces Actuarial pricing for Underwriting, Pricing & Insurance that assures the sufficiency of subscriptions collected
* Lead the review of technical & retail pricing models
* Lead the development and ongoing management of policy & governance, working with the centralised BI/MI team to drive an effective and efficient Underwriting, Pricing & Insurance operation.
* Own the setting of team budget, and deliver to budget through spend, governance and ensuring the effective and efficient performance of the team
* Create a culture of continuous improvement in the team – ensuring colleagues identify opportunities to improve processes and work efficiently
 | * Operational budget Vs Plan
* Achieved COR vs Actuarial COR
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| **Member*** Lead the team to ensure fair treatment and outcomes for members and compliance with associated policies and standards set out by Council, its committees and delegated authorities.
* Establish a culture and capability in Lean / continuous improvement to drive operational efficiency and great member experiences and outcomes

Use Member Experience insight and MI/BI to inspire strategy and plans and ensure that teams put members at the heart of all they do.Enable leaders to proactively workforce plan by coordinating the requirements from other Divisions on Underwriting, Pricing & Insurance resource to support on external events, education, conferences and member communications | * Net promoter score
* Complaints / root cause analysis
* Member feedback
* Member Experience Scores
* Operational Metrics Vs SLAs
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| **People*** Provide strong leadership to ensure the training, competence, performance and engagement of the team, ensuring they have clarity on their accountabilities and comply with all governance, policy standards and processes.
* Build a strong pipeline of talent and succession across MP&S for the benefit of MPS which will mitigate workforce planning risks and maximises the performance and potential of employees.

Provide inspirational leadership to engage with and motivate colleagues Take the lead on promoting a more inclusive environment, which aligns with our commitment to celebrate and promote diversity. | * Engagement Index
* Leadership Index
* Inclusion Index
* Strong Talent and Succession Plans
* People Metrics – attrition, absence
* Team compliance with mandatory training requirements
* Technical Development Frameworks
* Colleague feedback
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| **Risk**Create an environment of understanding, relating to the importance of risk identification, escalation, and management* Ensure appropriate business processes and controls are in place to manage governance and complaints within risk appetite; comply with policies and regulatory requirements (as applicable)
* Lead the cycle of Annual Product Reviews to ensure that products remain fit for purpose
* Offer meaningful decision points to UP & I governance forums to ensure that MPS operates within risk appetite, and decision makers are fully informed and equipped as to where financial opportunities exist.
* Provide support and guidance on underwriting policy
 | * Risk & Control Self- Assessments
* Audit Actions
* QA Outcomes
* Risk Register
* External auditing metrics
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| **Responsibilities (RACI)** |
| * Attend governance meetings or forums within MP&S and wider MPS, as required and maintain and develop internal and external networks.
* Undertake other duties and tasks that from time to time may be required and that are appropriate to the role
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| **Key Governance Responsibilities**  |
| * Chair UMAR committee
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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Others |
| Building Capability in Self and Others | Leading Others |
| Influencing Others | Leading Others |
| Collaborating for Results | Leading Others |
| Leading Self and Others | Leading Others |
| Commercial and Risk Thinking  | Leading Organisation |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Strong knowledge of control and governance frameworks
* Knowledge in risk and compliance management
 | * Excellent stakeholder management skills – ability to build relationships and influence senior stakeholders internally, externally and globally.
* Excellent leadership skills – ability to engage, coach and motivate a team
* Skilled at driving and implementing change at an operational and strategic level
* Ability to understand and utilise MI and data to drive positive business outcomes
* Strong analytical skills and numerical aptitude
 | * Experience of leading and motivating a team
* Experience of setting, delivering and embedding effective governance strategy
* Experience of cost centre / budget management
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| **Desirable** | * Chartered Insurance Institute (CII) qualified or actuarially qualified.
* Knowledge of Underwriting including operations
* Knowledge of Actuarial work
* Knowledge of Pricing
* Knowledge of Product Development
 | * Ability to conduct and hold commercial interactions with membership/ liaising with commercial marketing and sales in relation to product development and Insight
* Continuous improvement / Lean Six Sigma
 | * Experience working in an Insurance / regulatory environment
* Setting governance strategy within a global organisation
* Experience in a progressive medical malpractice environment
* Setting up and maintaining policy libraries using suitable technology
* Project Management
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